

City of Tempe  
Fire Medical Rescue Department  
June 2014

---

# 2014-2015 Operational Guide



City of Tempe  
Fire Medical Rescue Department

P.O. Box 5002  
1400 East Apache Boulevard  
Tempe, Arizona 85280

Phone: (480) 858-7200  
Fax: (480) 858-7214  
<http://www.tempe.gov/fire>



**OPERATIONAL GUIDE**

2014-15

City of Tempe, Arizona  
July 1, 2014

MARK W. MITCHELL  
Mayor

ONNIE SHEKERJIAN  
Vice Mayor

SHANA ELLIS  
Councilmember

ROBIN ARREDONDO-SAVAGE  
Councilmember

JOEL NAVARRO  
Councilmember

KOLBY GRANVILLE  
Councilmember

COREY WOODS  
Councilmember

ANDREW CHING  
City Manager

GREG RUIZ  
Fire Chief

**FIRE DEPARTMENT PLANNING GROUP**

Greg Ruiz, Fire Chief  
Tom Abbott, Assistant Fire Chief  
Hans Silberschlag, Assistant Fire Chief  
John Valenzuela, Assistant Fire Chief/Fire Marshal  
Pat Bailey, Deputy Chief  
Mitch Bycura, Deputy Chief  
Randy Coker, Deputy Chief  
Darrell Duty, Deputy Chief  
Gary Ells, Deputy Chief

Craig Fredricks, Deputy Chief  
Tom Kiefer, Deputy Chief  
Don Jongewaard, Vice President Local 493  
Jon Duffy, Fire Engineer  
Mike Scheidt, Firefighter Paramedic  
Brad Whitley, Firefighter  
Eric Arias, Firefighter Paramedic  
Debbie Bair, Fire Budget/Finance Supervisor  
Melinda Carbajal, Executive Assistant

*This Page is Intentionally Left Blank*



**TABLE OF CONTENTS**

Table of Contents.....	2
Introduction .....	3
Strategic Plan.....	4
Department Purpose and Values Statement .....	8
Assumptions for Planning .....	9
Section 1 – Personnel Requirements .....	11
Section 2 – Health and Safety .....	12
Section 3 – Recruitment.....	14
Section 4 – Labor/Management-Diversity Action Plan .....	16
Section 5 – Community Risk Reduction .....	19
Section 6 – Public Safety Education .....	23
Section 7 – Community Relations and Public Information.....	24
Section 8 – Fiscal Management .....	26
Section 9 – Training .....	29
Section 10 – Emergency Response .....	31
Section 11 – Medical Services.....	33
Section 12 – Emergency Management.....	35
Section 13 – Special Operations – Hazardous Materials .....	38
Section 14 – Special Operations – Weapons of Mass Destruction .....	41
Section 15 – Special Operations – Technical Rescue.....	43
Section 16 – Special Events .....	44
Section 17 – Fire Medical Rescue Maintenance .....	46
Section 18 – Fire Medical Rescue Fleet.....	47
Section 19 – Computer Equipment and Information Systems.....	49
Section 20 – Equipment.....	51
Section 21 – Facilities .....	52
Section 22 – Continuous Improvement and Quality Management .....	55



### INTRODUCTION

The Tempe Fire Medical Rescue Department Strategic Plan and Operational Guide is the Department's roadmap for the future. This document represents the efforts of many people in evaluating the Department and its mission in the delivery of quality of life services. An important aspect of this process includes anticipating the future. Our organization must respond to change, solve problems, collaborate on issues, assess community needs, identify resources required to meet those needs and formulate a plan to provide comprehensive and cost-effective services to our customers – the citizens of Tempe.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department's most important services, programs, and issues. This focus allows us to identify and build on what the Department does as described in both the City and Department Mission and Value Statements, which serve as important reference points and decision guides in formulating this plan.

Flexibility is an inherent requirement in a commitment to address new issues and opportunities that are not identified in the plan and to expect and absorb changes to the plan as necessary. While we are focused on this plan, we must continue to be open-minded enough to continually explore new ways to better serve our customers and protect our workforce. Additionally, long term cost containment strategies will be required going forward in terms of insuring maximum efforts in the care of apparatus and equipment, energy conservation, cost recovery, revenue generation, and employee productivity.

We will continue to be forward thinking, innovative, and resourceful, to sustain and improve our Department and its services to the community.

Each section of the Operational Guide begins with a strategy statement followed by information on the program, resource requirements, and concludes with action plan objectives for the year, in support of the strategy.

The Strategic Plan and Operational Guide are evaluated, revised, and refined annually, resulting in a current document always being in place. The first year identified in the plan is the most specific, in terms of issues to be addressed and resources required. Subsequent years will provide an increasingly generalized look at strategies, services, concerns and needs for the future.

More detailed and specific measurable goals will be required for many of the objectives identified in the plan. While modifications can be made at any time due to priority changes, budgetary constraints, and planning refinements, the plan provides an overview of anticipated activities and requirements. General economic conditions and the ability of the City to fund projects chosen for support will play a crucial role in determining the actual time that resources are secured and projects completed.

The plan is intended to serve as a guide toward the maintenance and development of our Department over the next three years. It will serve to inform Department members of future preparation, while at the same time serve as a foundation document to inform policy makers, City leaders, and to address the challenges of the budget process.



**2013 STRATEGIC PLANNING UPDATE PROCESS**

This document summarizes the outcomes of the Tempe Fire Medical Rescue Department (TFMR) 2013 strategic planning update process. Through a participatory process, command staff reviewed FY12/13 and FY13/14 goals, recognized accomplishments, and crafted new strategies based on current realities. City Council priorities provided the overarching framework for the annual update.

**Mission Statement**

In 2011, the Fire Department established their mission that guided the focus in the planning process:

*We, the members of the Tempe Fire Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, health, property, and the environment.*

**Vision Elements**

In addition to the mission statement, the following vision elements established in 2011 guided the update process.

**Fire Department Vision Elements: November 2011**

Provide Innovative and Quality Service	Prepare, Protect & Support Our Members	Leverage Technology	Prevent Harm	Informed & Involved Community	Collaborative Labor/Management Relationship	Fiscally responsible	Safe & Modern Facilities & Apparatus
Enhanced service delivery model	Knowledgeable highly trained staff & above and beyond standards	Data Collection & Analysis Section	Continued emphasis on fire protection and public education	Community & citizen involvement in all aspects	Strong labor/management relationship	Fiscal responsibility	Facilities are modern and maintained
ALS service delivery with all TFD apparatus	Quality, diverse people	Measure level of service through technology	Strong fire code & education division				
Programs are in place and reduce the calls for non-emergency response	Training of members in all aspects of their job description	Efficient & productive data management					
Resources appropriately deployed	Adequately support all operations						
Stations located appropriately	Succession planning (redundancy)						
Staffing & apparatus reflect community needs	Proactive safety and risk management						



## SWOT Analysis

Command staff reviewed and updated the SWOT analysis, designed to identify the internal strengths and weaknesses of the Department, as well as external opportunities and threats being faced.

Internal		Positive	Negative
Strengths	Weaknesses		
Public support	Complicated budget spread; Divided		
Fiscally responsible	Cost of doing business		
Energetic, smart & likeable people	Length of time for decision making		
Creative problem solvers	Lean support staff		
Excellent training (internal members) exceeds training standards	Frequency of inspections (fire code) & public education		
State of the art protective equipment	Data collection & analysis		
Members are dedicated & committed	Managing resources/ deployment model		
Good labor/management process	Training/Funding		
Commitment to safety	Aging apparatus		
Accredited against best practices & standards	EOC/emergency preparedness		
Commitment to automatic aid/regional partners	Succession planning (especially IT & community relations)		
Public/private partnerships	Grant management		
Provide quality/excellent service			
Communication transparent/open & honest			
Opportunities	Threats		
Medical transportation	Change in customer diversity (language barriers)		
Customer interaction/education management	Maintaining superior customer service		
Volunteers	Demographic change in Tempe population (e.g., aging population)		
Partnerships in training	Building up/growing population		
Partnerships in education	Grant availability		
Selling ourselves (PIO, media, social media, etc.)	Stagnant budget/Loss of personnel		
Interns	Ending of temporary sales tax		
Grants	Public image/perception		
Private sector partnerships	Privatization		
Community involvement	Public support is going down		
Public/Private partnerships	RWC (funding and changing expectations)		
Technology advancements	Private ambulance providers		
Diversity and demographic change	All hazards commitment		
Fire facility study	Ability to address new development with current resources		
Health care reform	Decentralization of budget to meet ASRS expectations		
Partnering with specialty groups			
External			



### Updating Strategic Directions, Objectives & Strategies

Upon review of the Department's mission statement and vision elements, participants formally reviewed the current year's strategies. Through this review, strategies were marked as completed, revised based on updated information, or eliminated due to lack of relevance. Based on organizational changes, a few additional strategies were added to the plan, as highlighted below. The following chart reflects the current status of all FD strategies.

#### Tempe Fire Medical Rescue Department Strategies: Updated November 2013

#	Strategic Direction/Objective/Strategy	Start Year	Status
<b>STRATEGIC DIRECTION 1: Protect our Community through Effective &amp; Efficient Service Delivery</b>			
<b>Objective: 1.1 Planning for the future</b>			
1.1.1	Complete a station location study.	FY13/14	Started
1.1.2	Study options for EMS transportation.	FY13/14	On track
1.1.3	Evaluate and identify accreditation strategic recommendations.	FY12/13	Complete
1.1.4	Obtain Planning Research Analyst.	FY13/14	
1.1.5	Adaptive response units – peak time use.	FY14/15	
<b>Objective: 1.2 Managing our assets through fiscal responsibility</b>			
1.2.1	Create a sustainable program for planned retirements.	FY12/13	Complete
1.2.2	Expand utilization of interns and volunteers.	FY12/13	Complete
1.2.3	Review under-funded programs. Prioritize & develop plan to support these programs.	FY13/14	
1.2.4	Develop a succession plan.	FY13/14	
1.2.5	Make decision on mechanic based on 4D outcome	FY 13/14	Complete
<b>Objective: 1.3 Utilizing data &amp; technology to manage resources</b>			
1.3.1	Use data to manage and evaluate deployment of resources & enhance models to maximize efficiencies and response times.	FY13/14	On Track
1.3.2	Reorganize Deputy Chiefs to implement 56hr shift Commanders and 40hr Section Managers.	FY14/15	Started On Track
1.3.3	Create a plan to convert ladders to ALS.	FY13/14	Completed 1 Conversion
1.3.4	Establish fire apparatus performance measures.	FY12/13	Complete
<b>STRATEGIC DIRECTION 2: Enhance Community Partnerships</b>			
<b>Objective: 2.1 Improving life safety through education, engineering &amp; enforcement</b>			
2.1.1	Increase frequency of code and life safety inspections.	FY12/13	Complete
<b>Objective: 2.2 Engaging the community</b>			
2.2.1	Develop videos on website for citizens.	FY13/14	Complete
2.2.2	Develop training & educational materials for educating the community on the Department.	FY13/14	Replace with 2.2.2 a&b
2.2.2a	Educate the community on our new brand.	FY13/14	Added
2.2.2b	Evaluate patient advocate services (TSL) for necessity.	FY13/14	Added
2.2.3	Incorporate community involvement into organizational functions (e.g. teams, academy, and public information office).	FY14/15	
2.2.4	Create and implement a media plan.	FY13/14	Complete
2.2.5	Create Internship for Video Productions	FY13/14	Remove
2.2.6	Train Volunteers for site safety inspections.	FY13/14	



**STRATEGIC DIRECTION 3: Support Our Members****Objective: 3.1 Fostering a culture of inclusion**

3.1.1	Establish an annual labor/management retreat.	FY12/13	Complete
-------	---	---------	----------

**Objective: 3.2 Providing quality service through training**

3.2.1	Implement and fund professional development programs.	FY13/14	Postponed
3.2.2	Enhance training and education of staff members for EOC/All Hazards operations.	FY13/14	
3.2.3	Identify and implement ways to provide standardized in-service training.	FY13/14	
3.2.4	Identify emergency preparedness gaps.	FY14/15	



**DEPARTMENT PURPOSE AND VALUE STATEMENT**

*We, the members of the Tempe Fire Department  
dedicate our efforts to provide for the safety and  
welfare of the public through preservation of life,  
health, property, and the environment.*

It is the responsibility of each member to support the mission by subscribing to the following values.

**For the Community:**

*We recognize that the community is the reason for our presence.*

*We value the faith and trust of the community, and continually work to deserve that confidence through our attitude, conduct, and accomplishments.*

*Lives are more valuable than property.*

*The safety of the public is of paramount importance, followed closely by the safety of our members.*

*All members of the public are entitled to our best efforts.*

**For the Department:**

*We strive for excellence in everything we do.*

*Honesty, fairness, and integrity will not be compromised.*

*We continually seek effectiveness, efficiency, and economy.*

*Unity and teamwork are stressed as being to our mutual advantage as individuals and as an organization.*

*Members are continually encouraged to improve themselves as individuals and employees.*

*The free exchange of ideas is encouraged.*

*We will provide professional and courteous service at all times.*

*We are sensitive to changing community needs.*



### ASSUMPTIONS FOR PLANNING

This Operational Guide will create an agenda and define outcomes, cause analysis to take place and goals to be set. It will encourage participation and commitment, and ensure consistent follow up on all facets of the Department's operations.

Tempe is a highly urbanized, landlocked city of 40 square miles.

Tempe will continue to in-fill in terms of new construction and population. The City was considered 98% developed at the end of 2010, with a population of 161,719.

Continued improvements in the fire-related provisions of our Building and Fire Codes will have a positive impact on new construction. To support this initiative, the Department plans to move from the 2006 code editions and adopt the 2012 International Fire Code and 2012 International Building Code in 2013.

With the extensive amount of high tech industry, development of the Rio Salado Project, protection of Arizona State University, (the nation's largest university) and the necessity to prepare for "all hazards" response present unique challenges for the Fire Department. Additionally, in-fill and redevelopment in the downtown area, particularly in terms of high-rise living, and the developing stadium district will significantly increase the number of people in the area and consequently the calls for service.

Service delivery to people is the hallmark of the Tempe Fire Medical Rescue Department. Demands on the Department continue to increase, most notably in the areas of Medical Services, Special Operations, Fire Prevention, and Special Events services. This results in programmatic impacts on training development and maintenance, equipment and supplies, staffing, and time management.

In 2013, over 80% of the 21,772 emergency responses were for medical services with 10% of the responses being fire related. It is anticipated that this medical service percentage will continue to be high due to the daily population increase in the City, slow job growth, and the continued aging of the baby boomer generation. Of the 17,420 medical calls responded to, 54% required Advanced Life Support/Paramedic Level treatment.

The increased use of smoke detectors and automatic fire sprinkler systems will result in early detection and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and eventually lowered structural fire loss.

Commitment to the concept of continuous improvement and unrelenting devotion to customer service will be required to maintain and enhance the positive image of the Department in the community.

Fire facility location and fire company deployment assumes continued City support of this plan and emphasis on traffic management, the continued management of the emergency vehicle traffic preemption system and management of vehicle capacity on arterial streets.

As a destination city, Tempe is host to an ever increasing number of special events. Many of these events require additional staffing and equipment in order to safely manage the event without adversely affecting normal service delivery capability for the balance of the community.



### ASSUMPTIONS FOR PLANNING (continued)

The Department's positive relationship with other City departments and other valley fire departments will be maintained and enhanced in an effort to provide highly effective emergency services to Tempe residents.

Automatic Aid (dispatch of the closest fire companies to an emergency incident regardless of political jurisdiction) with the Cities of Phoenix, Chandler, Guadalupe, and Scottsdale continues to serve our communities well. Enhancing Automatic Aid with the City of Mesa, and the Computer Aided Dispatch Interconnect has served to significantly strengthen each of our respective departments, providing high quality emergency services in an efficient manner. This was reinforced by the 2010 Insurance Services Office's (ISO) assessment of the City of Tempe.

The Tempe Fire Medical Rescue Department is an "All Hazards" emergency service delivery organization that is involved in incident prevention and effective response to incidents. Tempe Fire Medical Rescue Department's involvement in emergency management has paid significant dividends for the City. The Department will continue to work with partners at the county, state, and federal levels to further strengthen critical response, mitigation, and recovery capability. The Department's involvement with the All Hazards Incident Management Team program has also reinforced our ability to manage large-scale incidents and special events.

The emphasis being placed on terrorism prevention and response will continue to challenge the Department and the City. An organization that develops a high capacity to respond to a terrorist incident becomes part of the overall deterrent to terrorism itself. The Department has accomplished a great deal in the past ten years and much more remains to be done.

Valley Metro Light Rail became fully operational in 2008 with 20 miles of rail, and six of those miles running through Tempe. Annual ridership for the entire line in 2012 was over 13.5 million. The light rail to Gilbert Road in Mesa will increase the volume of ridership. This will have a potential impact on the Department.

The Department's involvement in wildland fire response, both in state and out of state, has positioned us to be of assistance to other communities during large scale events.

The Tempe Fire Medical Rescue Department remains critically short of support staff needed to operate a modern fire department. Inability to address organizational support results in unusually heavy workloads for Department members, with some members performing work in other areas. This interferes with their ability to complete their own work assignments. The Department utilizes and will continue to use volunteers where feasible to assist in support of projects and workload.

In 1997, the Tempe Fire Medical Rescue Department was the first agency in the world granted accredited agency status by the Commission on Fire Accreditation International. This accredited agency status has been maintained and the Department was reaccredited in 2012. Participation in the accreditation program will serve as an additional force in our Department's commitment to continuous improvement.

**PERSONNEL REQUIREMENTS****SECTION 1**

*STRATEGY: To professionally staff the Department at a level, which will enable it to deliver services to citizens in an effective, efficient, and safe manner.*

The Tempe Fire Medical Rescue Department is comprised of an outstanding group of individuals. It is important that an adequate number of staff be in place to support the efforts of a department currently containing 85% of its members in line positions. The Department has been very successful in utilizing civilians in appropriate positions. 15% of the positions are filled by civilian members. Additionally, it is critical that support staff are in place to allow senior staff members to perform the duties and assume the responsibilities for which they are employed.

**Current Fire Medical Rescue Department Staffing**

1 Fire Chief  
2 Assistant Fire Chiefs  
1 Assistant Chief/Fire Marshal  
3 Deputy Chiefs (District Managers)  
1 Deputy Chief (Medical Services)  
1 Deputy Chief (Special Operations)  
1 Deputy Chief (Support Services)  
1 Deputy Chief (Training/Professional Dev)  
1 Fire Captain Assignment (Training)  
1 EMS Captain Assignment (Training)  
1 Medical Services Coordinator  
1 Fire Captain Assignment (Special Operations)  
8 Senior Fire Inspectors  
1 Public Education Specialist  
3 Administrative Assistant II  
1 Executive Assistant  
1 Budget/Finance Supervisor  
1 Senior Fire Mechanic  
2 Fire Mechanics  
2 Fire Services Inventory Technicians  
.5 Inventory Technician  
.5 Service Aide  
6 Civilian Paramedics  
33 Fire Captains  
36 Engineers  
72 Firefighters  
182 Total

**Future Personnel Needs:**

- 1 Fire Inspector
- 1 Technical Services Specialist

**FOLLOW UP RESPONSIBILITY: FIRE CHIEF GREG RUIZ**

**HEALTH AND SAFETY****SECTION 2**

*STRATEGY: To protect the health and safety of department members through effective training, education, programs, and management. To develop policies and procedures that prevent injuries, illness, and maximizes health.*

Due to the physically demanding and unpredictable nature of firefighting, some members have been injured in the line of duty. Health and safety is a key concern to all Department members, which can be affected by a variety of factors. Some factors that impact on health, safety, and wellness are training, equipment, facilities, operating procedures, work environment, lifestyle and nutrition. Other factors impacting health and wellness are our attitude and awareness concerning safety, and the operational execution while preparing for, or performing the job required by firefighters.

In 2013, budgetary restraints limited the opportunity to purchase new fitness equipment, therefore, we must maintain and repair existing fitness related equipment. VO2 sub-max exams and Functional Movement Screening Tests were suspended. Tempe Fire Medical Rescue Department members continued receiving medical examinations through the Phoenix Health Center. The implementation and training for emergency response personnel on a Rescue Escape System, which was integrated into the current Self Contained Breathing Apparatus (SCBA), was provided.

The Department will continue its commitment to the health and wellness of our members by:

- Continue to place emphasis on physical fitness, health, and wellness
- Maintain and repair fitness related equipment utilized by Tempe Fire Medical Rescue Department members
- Tracking all injuries and pursuing solutions to trends
- Continue involvement in the Tiered Medical Evaluation Program from the Phoenix Health Center
- Provide medical examinations on a 12-month cycle for Emergency Services personnel that wear a SCBA
- Provide medical examinations on a 12-month cycle for Fire Inspectors/Investigators and Civilian Paramedics
- Provide medical examinations on a 24-month cycle for all non-Emergency Services personnel that are not required to wear an SCBA
- Actively participate as a member on the Phoenix Regional Mental Health Committee
- Education on stress management and suicide prevention-subscribe to Local 493 Website Fire Strong
- Provide appropriate inoculations and communicable disease screenings, including TB,
- Hepatitis and influenza
- Pursue partnership possibilities for health and wellness education and training through NAV, ASU, etc.



**HEALTH AND SAFETY (continued)**

Nationally, emergency response vehicular accidents account for approximately 25% of line of duty deaths to emergency responders. In 2013, the Tempe Fire Medical Rescue Department did not experience a Code 3 driving accident, and remains committed in providing driver training to all emergency response members.

We will continue to manage our safety program by:

- Placing a major emphasis on safety
- Actively participating on the City Safety Team
- Tracking all accidents, and pursuing solutions to trends
- Maintaining a department driver training program
- Driver training for all personnel on a two-year cycle
- Investigating and reviewing all accidents
- Compliance with nationally recognized standards and Occupational Safety and Health Administration (OSHA) mandates
- National Incident Management System compliant for emergency personnel (IS100, 200, 700, 800)
- Reviewing of emergency response incidents, with emphasis on life safety issues
- Mandatory completion of the Target Solutions Classes on safety issues
- BC271 to continue to respond to emergency incidents on freeways
- Identifying a safety officer for large size Special Events

**2014 - 15 ACTION PLAN OBJECTIVES**

- Continue personal protective equipment inspections
- Track all injuries requiring treatment
- Establish a Labor Management Committee for reviewing injuries requiring treatment
- Continue involvement with City Safety Team
- Review, revise, and update policies and procedures as needed

***FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF/FIRE MARSHAL JOHN VALENZUELA/DEPUTY CHIEF BAILEY***



### RECRUITMENT

### SECTION 3

*STRATEGY: To employ and retain a motivated, ethical, and diverse employee group for the Tempe Fire Medical Rescue Department in an effort to continue the strong legacy of service to the community and sustain the organization for the future.*

#### Fire Medical Rescue Department Recruitment Team

In 2010, a joint tri-city cooperative between Scottsdale, Chandler and the City of Tempe was established to conduct recruitment, testing, and training from a central test pool available to the three cities for entry level firefighters. The benefits realized for each city included reduction of expenses by two-thirds, while maintaining the high quality of candidates to choose from.

An entrance examination was conducted as scheduled in May 2013, resulting in a new list of highly qualified applicants.

An Intergovernmental Agreement (IGA) was developed and signed by the mayors of all three cities that will permit the continued practice of a joint testing process. The IGA was written in a manner allowing for the participation of other cities in future testing processes. With agreement of the three IGA signatories, the 2013 firefighter recruit eligibility list of applicants may be extended by one year.

#### Recruitment Efforts may consist of:

- Advertisements in print media – newspapers, local Valley fitness publications and targeted publications such as Native Scene and the Arizona State University State Press Newspaper
- Advertisements on Websites, i.e. Women in the Fire Service, International Association of Black Professional Firefighters, National Association of Hispanic Firefighters and Firehouse.com
- Tempe Fire Medical Rescue Department website, with updated recruiting and testing information linked to the City of Tempe Website
- Personal appearances in classes at Maricopa Community College District fire science programs
- Participation in local job fairs utilizing Department members and display boards
- Establish a recruitment booth at selected citywide events, such as the Oktoberfest
- Public service announcements on the radio
- Posting of recruitment information in fitness centers and other appropriate venues
- Working cooperatively with the ASU Women's Athletic Department to increase awareness in potential female candidates of this career opportunity.
- Working actively with the Valley Bomberos organization in mentoring and recruitment
- Conducting pre-test orientations to help insure candidates understand the nature of the job and the testing process
- Use of social media for recruitment and hiring opportunities with the Tempe Fire Medical Rescue Department
- Partner with Tempe Chapter of Local 493 in recruiting efforts

The primary emphasis on recruitment for the Department is in Emergency Services for the firefighter recruit position.





## **RECRUITMENT (continued)**

### **Firefighter**

Qualities the Department is looking for in a firefighter include: a person who is honest and dependable, and who cares about and respects coworkers and members of the community.

Someone who learns quickly; can remember and use this knowledge in stressful situations; uses common sense; has the ability to get along in a 24-hour shift work environment; has organizational loyalty and strong personal values; is physically fit and committed to a healthy lifestyle, which includes maintaining fitness, and dedication to their work.

New hires must be non-tobacco users and are required to sign a non-tobacco use agreement.

The testing process for firefighter selection will be conducted biennially, (or as needed) in conjunction with the Human Resources Department. This process includes at a minimum: a general aptitude test, Candidate Physical Ability Test (CPAT), panel interviews, extensive background checks, and a pre-employment medical examination along with a drug screening. Future testing processes may include an Intern Academy.

An aggressive and proactive approach is taken to make all eligible candidates in the job market aware of an upcoming testing process, and to acquaint candidates with the nature of the job, expectations, challenges, and opportunities that the position presents.

We continue to take action to ensure quality recruitment efforts attract the most highly qualified applicants. Recruitments include strong efforts to notify, attract, and recruit qualified women and minority candidates. We also actively recruit for non-emergency services personnel per Tempe Human Resources guidelines.

### **2014 - 15 ACTION PLAN OBJECTIVES**

- Conduct and participate in recruitment activities for the firefighter position, as needed
- Develop recruitment, selection, and training strategies that address the personnel needs of the Department while ensuring a diverse, productive, and well trained workforce in preparation for future turnover
- Utilize the firefighters Memorandum of Understanding funds for diversity recruitment
- Develop a sustainment plan for the Department.
- Monitor and measure recruitment efforts, including, but not limited to:
  - Tracking of recruitment appearances, including personal appearances to Maricopa Community College District fire science programs
  - Tracking of the number of advertisements in print media, advertisements on Websites, and social media
  - Tracking of the number of recruitment booths at citywide events and local job fairs
  - Tracking activity with Valley Bomberos, explorer and cadet programs
  - Tracking pre-test orientations, including the number of participants

***FOLLOW UP RESPONSIBILITY: ASSISTANT FIRE CHIEF HANS SILBERSCHLAG***



*STRATEGY: To deliver highly effective services to the community through a positive and cooperative working relationship between Fire Medical Rescue Department Management and the Tempe Chapter of Local 493 and the Six Sided Partnership, which involves members throughout the organization.*

The purpose of the Labor/Management and Member Relations process is to make the Tempe Fire Medical Rescue Department more effective as an organization.

The delivery of effective emergency services, fire prevention and public education services, and support programs is highly dependent on positive working relationships and a positive approach to the care of and the development of our members.

The success of our Labor/Management and Member Relations process is dependent on a number of foundational elements. These elements consist of:

- Value communication and diversity of thought
- Build on an environment of trust
- Look for agreeable solutions
- Always work to strengthen relationships as well as address issues
- Agree to disagree at times – choosing to place emphasis on working on areas of agreement
- Protect the Labor/Management, Member Relations process
- Share the credit and the work of the process

Additionally, the Department is supportive of and utilizes the building blocks of employee relations, as identified in the City's Diversity Action Plan. These include:

- Strengthen groups
- Promote from within
- Develop careers
- Educate employees
- Communicate & listen
- Support & coach
- Respect everyone
- Compensate fairly

A standing labor management committee is in place, co-chaired by the Fire Chief and Union President of the Tempe Chapter of Local 493 of the International Association of Fire Fighters (IAFF).

Standing committees are in place within the labor management process to address committee related issues, and to support a strong communication system within the Department. This process allows for early problem identification and grass root solutions to issues within a committee's area of responsibility.



### LABOR/MANAGEMENT-DIVERSITY ACTION PLAN (continued)

Standing committees co-chaired by a departmental chief officer and a union member include:

- Logistics / Support Services
- Community Risk Reduction / Fire Prevention
- Medical Services / Community Outreach
- Personnel / Professional Development
- Special Teams / Programs
- Emergency Medical Services

Major initiatives for the labor management process include: organizational communication, support of members during times of injury or sickness, maintenance of a healthy work environment, positive management of conflict, joint development and maintenance of personnel related policies and procedures, and strong support for City and Department programs.

#### Diversity Action Plan

The citywide Diversity Strategic Plan (2008-2009), provides a framework to support all city departments in creating a fair and inclusive work environment. The Fire Medical Rescue Department works openly and cooperatively with the City Diversity Office.

A union member of the Tempe Chapter of Local 493 represents the Department in a citywide Diversity Steering Committee, which produced a Diversity Strategic Plan containing six strategic areas. The committee continues to work together to implement and update the Diversity Strategic Plan.

The Department strongly supports the program strategies that have been developed to respond to and strengthen the six strategic areas of the 2008-2009 City Diversity Strategic Plan that include:

- Inclusion and equity
- Impartiality
- Healthy networks
- Fair promotions
- Solutions
- Accountability

The Department supports the Six Sided Partnership as a citywide process to identify, discuss, and resolve issues.



**LABOR/MANAGEMENT-DIVERSITY ACTION PLAN (continued)**

**Standing Initiatives**

Standing cooperative initiatives of the labor management process include:

- Good and welfare of Department members
- Recruitment and hiring of firefighters
- Annual departmental picnic
- Annual remembrance for Firefighter/Paramedic Ed Gaicki
- Policy and procedure review and updates
- Labor/Management Committee meetings
- Community service opportunities
- Joint attendance at yearly Labor/Management retreat
- Support the Safe Haven program in partnership with the Diversity Manager and Human Resources Director

**2014 - 15 ACTION PLAN OBJECTIVES**

- Strongly support the current Memorandum of Understanding with Local 493
- Work closely with UAEA and TSA Representatives in support of civilian members of the Department
- Hold quarterly Labor/Management committee meetings
- Coordinate Ed Gaicki Observance at Gaicki Park
- Monitor and report on the \$15,000 fund established by the City for IAFF Union diversity recruiting efforts
- Hold Tempe Chapter Yearly Labor/Management Retreat
- Local 493 will collaborate in the United Way campaign process

***FOLLOW UP RESPONSIBILITY: FIRE CHIEF GREG RUIZ/LOCAL 493 TEMPE CHAPTER VICE PRESIDENT DON JONGEWAARD***



**COMMUNITY RISK REDUCTION**

**SECTION 5**

*STRATEGY: To prevent injury, loss of life, and property loss from fire through the implementation and management of a comprehensive and effective building and fire code inspection program, and fire life safety education programs.*

The primary functions of the Community Risk Reduction Division are fire life safety inspections, fire code enforcement, fire and hazardous material release investigations, and public safety education. The integration of activities in these areas will produce the most effective use of available resources and ultimately, result in achievement of the Department's goal – "preventing fires, saving lives, minimizing property loss, injuries, educating the public, protecting property and the environment."

Additional functions include: new construction plan review, new construction inspections; issuing fire related permits; pre-fire plan program; mapping; Firehouse information management system; public information functions; and juvenile fire-setter intervention.

We will continue to conduct fire life safety inspections for compliance with the adopted International Fire Code (IFC). The Department currently uses the 2006 IFC but will be adopting the 2012 IFC and amendments in 2014. Fire inspections ensure that life safety is not compromised within occupancies or structures and reduces exposure to fire and property loss. The Department will continue to focus on positive customer contact.

Types of inspections conducted include:

- New building construction; automatic fire extinguishing system (AFES), alarms, special systems and fire apparatus access
- New licensing and renewals
- Multi-family residential
- Institutional – daycares, hospitals, and nursing homes
- Historical buildings
- High-rise buildings
- Commercial and industrial occupancies
- Monthly night inspections of assembly occupancies
- Tenant improvements of commercial/industrial and public educational buildings
- Fire pump systems for Automatic Fire Extinguishing System (AFES)
- Code violation complaints
- Professional and retail fireworks displays
- Special events
- Fuel dispensing locations
- Propane exchange locations
- Carnivals and fairs
- Fumigation operations



### COMMUNITY RISK REDUCTION (continued)

#### Fire Life Safety Inspection Program

The City of Tempe currently has approximately 10,662 occupancies that are not family residences and must be inspected to insure the safety of firefighters and civilians. Due to current staffing and total occupancies in the City, we are on a five-year cycle for re-inspection. The priority of occupancies selected for inspection is based on the length of time since the previous fire inspection or the relative hazard associated with the occupancy.

The Department also has a Company Inspection Program that is managed by the Senior Fire Inspector assigned. Every quarter, each responding emergency company is assigned eight inspections that are primarily considered low risk. The companies do approximately 80 inspections a quarter or 320 per year.

By improving the efficiency of the program and raising the number of inspections by companies from six to eight per quarter, our goal is to reduce the time it takes to re-inspect to a three-year cycle.

New construction in the City of Tempe is inspected by the Tempe Fire Medical Rescue Senior Fire Inspectors assigned to the Community Development Department. The City currently has over 15 million square feet of new construction to be built within City boundaries.

#### Hazardous Materials Storage/Disposal Sites

The Community Risk Reduction Division is currently:

- Classifying occupancies according to quantity and type of materials stored
- Identifying buildings requiring a placard with the NFPA 704m-diamond system
- Mitigating problems associated with improper storage, disposal, or release
- Attempting recovery of City expenditures related to unauthorized hazardous materials releases and arson fires
- Performing site file searches

#### Incident Investigations

Senior Fire Inspectors from the Community Risk Reduction Division are assigned to investigate fires. Suspicious/arson fires are investigated by the Tempe Arson Task Force, which is comprised of Tempe Fire Medical Rescue Fire Inspectors and Tempe Police Detectives.



### COMMUNITY RISK REDUCTION (continued)

#### Review Services – Permit Process

The following permit/review services will be provided by the Tempe Community Risk Reduction Division located at Fire Administration, 1400 East Apache Boulevard:

- Retail fireworks
- Special events
- Haunted houses
- Tents and canopies
- Burning permits
- Extension of premises (i.e., for special events, bars and restaurants)
- Fuel dispensing/propane exchange
- Fraternities/sororities

All other permits and plan review will be handled by the Community Development Department at City Hall.

#### Plan Development Review and Permit Process

The following items require fire prevention plan development/review and/or permitting under the umbrella of the Community Development Department (CDD).

- Underground/aboveground tank installations or removal
- Knox boxes – storage of building key and emergency information
- Emergency access control for gated communities
- Site plans/fire apparatus access
- Automatic fire sprinkler and alarm system
- Commercial kitchen hood extinguishing systems
- Hazardous materials inventory and storage
- Fuel storage systems
- Fire pump/special fire protection systems
- Dust collection systems
- Compressed gases/LNG residential refueling stations
- State required licensing, i.e., group homes, adult care homes, liquor license
- Gate access
- Pre-fire plan requirement for new buildings
- Review fee structure
- Clean agent extinguishing systems
- Spray booths
- Dial-up alarm monitoring



**COMMUNITY RISK REDUCTION (continued)**

**2014 - 15 ACTION PLAN OBJECTIVES**

- Continue computer based inspection program
- In 2014, adopt the 2012 edition of the International Fire Code
- Continue to prioritize higher risk occupancies for frequency of inspections
- Research the possibility of contracting with the State Fire Marshal's Office to inspect schools under their jurisdiction for a fee
- Continue certification process for all responding Fire Investigators
- Host arson training classes
- Assume the safety/wellness/and industrial programs
- Assist Special Operations Section in Senate Bill 1112

*FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF/FIRE MARSHAL JOHN VALENZUELA*





*STRATEGY: To deliver fire and life safety programs to the community at large in an attempt to assist them in developing proper safety behaviors to prevent the loss of life and property.*

Public safety education is a responsibility of all members of the Tempe Fire Medical Rescue Department. Educating citizens in fire and life safety can play a crucial role in minimizing high risk behaviors. The Department's Public Education Specialist will continue to support the following programs:

- Fire Prevention Week
- National Emergency Medical Services Week
- Car seat Inspection program
- Campus Fire Safety
- Cardiopulmonary Resuscitation (CPR) and Cardio Cerebral Resuscitation (CCR)
- Water Safety – "Operation Water Watch"
- Fire Safety Demonstrations
- Fire Extinguisher Training
- Coordinate Fire Station Tours
- Preschool Presentations
- Home day care inspections
- Fall prevention education
- Cooking Safety Classes in the High Schools
- Getting Arizona Involved in Your Neighborhood (G.A.I.N.)
- Operation Prom Grad
- Juvenile Fire Setter Intervention Program
- Secure Lockbox Program
- Smoke Detector Program
- Pregnant teen/teen mother program
- Participate in career days and Tempe Leadership presentations

### **2014 - 15 ACTION PLAN OBJECTIVES**

- Continue to offer all current fire and life safety programs
- Expand CPR/CCR/AED programs
- Comprehensive education effort during Fire Prevention Week
- Continue fire extinguisher training
- Actively pursue alternative funding sources
- Continue to support the production of public safety announcement videos

**FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF/FIRE MARSHAL JOHN VALENZUELA**

**COMMUNITY RELATIONS AND PUBLIC INFORMATION****SECTION 7**

*STRATEGY: To provide information and services to the citizens of our community that will offer life safety information; help inform our citizens regarding instructional services provided; and to address the media needs of the Department.*

Informing citizens about the types of services and the degree of caring provided by Department members is crucial. How well the Department is appreciated and utilized by citizens can be greatly enhanced by a positive customer service approach and a well thought-out, consistent public relations effort. A wide variety of media outlets will be used to accomplish this. The Department will publish the following articles in the Tempe Today monthly newsletter when space permits and issue public service announcements as needed:

- January: Blood Pressure Check
- February: Hoarding/National Poison Awareness Month
- March: Cooking Safety/Bites and Stings
- April: National Arson Awareness Week/EMS Week
- May: Warm Weather Tips/Monsoon Safety/National CPR Week/Water Safety Month
- June: Fireworks Safety
- July: Fire Extinguishers and Smoke Alarms
- August: Emergency Preparedness Month
- September: Fire Prevention Event/Halloween Safety/Juvenile Fire Starter Prevention Program
- October: Safe Havens/Smoke Detectors and Fire Extinguishers
- November: Car Seat Inspections/Seat Belt Safety/Escapes Plans
- December: Christmas Tree Safety/Fireworks Safety

The following proclamations will be announced at the City Council meetings to further inform and educate our citizens:

- March - National Poison Awareness Month
- May - National Arson Awareness Week/National EMS Week
- June - National CPR Week/Water Safety Month
- September - National Emergency Preparedness Month
- October - Fire Prevention Week

The Department does not have a full-time Public Information Officer (PIO). A plan has been developed to share the PIO functions among various sections. The day-to-day non-emergency media needs will be handled by the City staff PIO assigned to the Tempe Fire Medical Rescue Department. The media needs on emergency scenes may be handled by any on scene PIO trained member, on-call investigator C2700, the on duty Field Incident Technician, Deputy Chief, or the Fire Marshal if the incident is sensitive in nature.

**2014 - 2015 ACTION PLAN OBJECTIVES**

- Continue to provide PIO training for interested members
- Continue utilizing social media and Tempe Channel 11 for public safety messages and Department information
- Participate in Tempe Cares neighborhood enhancement project

## ***TEMPE FIRE MEDICAL RESCUE DEPARTMENT***

---



### **COMMUNITY RELATIONS AND PUBLIC INFORMATION (continued)**

- Assist with Tempe Leadership "Issue Day" at the Fire Training Center & Youth Leadership Day
- Update website on an ongoing basis

***FOLLOW-UP RESPONSIBILITY: ASSISTANT CHIEF/FIRE MARSHAL JOHN VALENZUELA***



*STRATEGY: To promote fiscal integrity and transparency in the use of public funds; to explore funding alternatives, appropriate cost recovery, and expense alignment that will support the Department's mission.*

**Revenues**

The following are revenues collected by the Department. However, it should be noted that the majority of services are funded in the Department's general fund base budget.

**Fire Prevention**

**Fees and Permits**

Included are fire inspections, requested reports, permit fees, plan/development reviews, and sprinkler system inspections.

**Tempe County Island Fire District Fee**

The Tempe Fire Medical Rescue Department entered into an intergovernmental agreement, in December 2008, with the Tempe County Island Fire District. This agreement includes a fee for services, which is calculated as a percentage share of the Department's budget based on assessed property valuation.

**Emergency Medical Fees**

**Advanced Life Support (ALS) Fee**

The Tempe Fire Medical Rescue Department implemented an ALS Recovery Fee in August of 1997. This fee is for Department paramedic services provided during the treatment and transportation of a patient to the hospital. The ambulance provider returns to the City a portion of the fee it collects for every ALS transport. This fee, in essence, becomes a "user fee" in which the patient reimburses the City for services through the ambulance provider. This program is made possible under the fee structure set up for transporting agencies by the Arizona Department of Health Services and it is a standardized practice throughout Maricopa County.

**Ambulance Contract Reimbursement Fee**

In May 2008, the Tempe Fire Medical Rescue Department entered into a contract in with our current ambulance service provider. This contract included reimbursements for civilian paramedics and contract administration; rent for staff and vehicles located in our stations; medical supplies (that are insurance reimbursable); report fees; and dispatch fees and equipment.

**EMS Reports Fee**

The Tempe Fire Medical Rescue Department charges fees for copies of requested EMS reports.

**Training Center Fees**

The Tempe Fire Medical Rescue Department charges for the use of the Training Center.

## TEMPE FIRE MEDICAL RESCUE DEPARTMENT



### FISCAL MANAGEMENT (continued)

#### Grants

The Department pursues grants that are in line with the Department's mission.

FY 2013-14 Grants	
	Non-Recurring
Arizona DOHS-AHIMT hook-lift vehicle	\$228,414
Arizona DOHS-TLO communications	4,000
Arizona DOHS-UASI training	17,225
Arizona DOHS-SHSG training	108,000
Total Grants	\$357,639

#### Expenses

The Department strives to efficiently provide high quality services and uses priority based budgeting. Therefore, budget reductions are made with the least amount of service impacts.

#### Budget Reductions Since 2002

	Budget Reductions	Recurring	Non-Recurring
2002-03	2 Firefighters	\$89,766	
	1 Administrative Assistant	38,441	
	1 Senior Management Assistant	65,347	
	.5 Service Aide	12,586	
	Total	206,139	
2007-08	Memberships and Subscriptions	7,143	
	Travel	6,000	
	Local Meetings	1,000	
	Operating and Maintenance	1,000	
	Equipment and Machinery Rental	500	
	Training and Seminars	10,000	
	Total	25,643	
2008-09	Freeze Deputy Chief position; underfill with firefighter		41,564
	Savings on firefighter cancer insurance billing		960
	Reduce firefighter recruitment efforts		5,000
	Postpone hire of Senior Fire Inspector position		17,000
	Under fill of Senior Fire Inspector position		3,556
	Savings on SCBA equipment repair & maintenance		2,102
	Savings on extrication equipment purchase		12,000
	Savings on purchase of Thermal Imaging Cameras		6,000
	Savings YTD on HazMat, TRT, Dive Team Assignment Pay		12,579
	Savings on TRT special duty spots filled in December		18,869
	Freeze 2 Dive Team special duty spots		5,718
	Savings on Maricopa civil defense billing		1,651
	Elimination of Deputy Chief vehicle purchase	28,000	
	Total	28,000	127,000



	<b>Budget Reductions-continued</b>	<b>Recurring</b>	<b>Non-Recurring</b>
2009-10	2 Fire Captains 2 Fire Inspectors Paramedic Equipment Fire Apparatus-Partial Funding Ambulance Capital-Equipment <div>Total</div>	\$212,546 127,507 40,000 144,000 77,500 601,553	
2010-11	Overtime	16,955	
2011-12	Public Safety Cancer Insurance Maricopa County Civil Defense Uniform Allowance Miscellaneous Fees and Services <div>Total</div>		4,000 1,000 52,875 20,000 77,875
2012-13	Capital Uniform/Protective Clothing Hose and Nozzle Firefighter Physicals	9,000 20,000 8,000 36,618	
	Total Reductions	\$745,769	\$204,875

**2014 - 2015 ACTION PLAN OBJECTIVES**

- Monitor grant submissions
- Generate CFAI annual accreditation report
- Monitor Operating and CIP budgets

*FOLLOW UP RESPONSIBILITY: BUDGET/FINANCE SUPERVISOR DEBBIE BAIR*

**TRAINING****SECTION 9**

*STRATEGY: To identify areas of need and develop training programs to assist our members to become more proficient in emergency service delivery, customer service, emergency incident management, safety, fire prevention, public safety education and personnel management and supervisory leadership.*

Training is a critical function for any modern fire service agency. As our work becomes more complex and diversified, the knowledge required, professional standards, and government regulations lead to increases in overall training needs for the Department. Documentation and records management are essential elements of that process. Maintenance of existing key programs is vital along with 100% compliance with all mandated local, state and federal training requirements.

Items identified requiring training program development or refresher training include:

- Driver Training (12 hours per year CE)
- Live fire training exercise
- Violence in the Workplace Training
- Personnel management and officer development
- Diversity/Sexual Harassment/Hostile Work Environment
- OSHA training: asbestos awareness, electrical safety, lockout/tag out, hearing protection, eye safety, working in extreme temperatures
- Confined space training
- Hazardous material first responder continuing education
- Night drills
- Multi-company drills

Key programs and opportunities that will continue to be provided are:

- Tactical Tuesdays-fire simulation training
- City sponsored training
- Driver Training Program
- Probationary firefighter training and evaluation
- Minimum company standards and field operations exercises
- Hazardous material first responder continuing education
- Technical rescue training – confined space, high angle rescue, trench rescue, and water rescue
- External training opportunities (seminars, State Fire School, and National Fire Academy)
- Involvement of company officers in ongoing policy revision and program development
- Chief Officer Training
- Advanced Defensive Driving for instructors training
- Incident Management Team Position Specific Training
- Target Solutions training assignments
- Acting Deputy Chief, Acting Captain, and Acting Engineer training and internship programs



**TRAINING (continued)**

Items necessary for increasing the capabilities of the training programs include:

- Evaluate and revise fee schedule for use of Training Center
- Provide an existing reserve pumper truck assigned to the training center for practice purposes
- Create a digital training library; convert VHS tapes to digital files
- Research and develop a high-rise training program
- Oversee repairs to skills building and replacement of burn building
- Maintain a physical library with textbooks and other appropriate materials as recommended through accreditation

**2014 - 2015 ACTION PLAN OBJECTIVES**

- Conduct interviews and select firefighters to participate in a Training Academy, Fall 2014 and/or Spring 2015
- Revise and update training policies and procedures
- Conduct training to meet mandated and recommended training requirements
- Conduct minimum company standards (MCS) for all companies
- Provide leadership training for all personnel
- Coordinate donation of garage door forcible entry prop
- Resurface driving track
- Evaluate acquisition of breaking and breaching props
- Provide Chief Officer Training
- Evaluate need to create digital library with remaining VHS tapes
- Conduct Engineers Promotional Testing process

***FOLLOW UP RESPONSIBILITY: DEPUTY CHIEF TOM KIEFER***





EMERGENCY RESPONSE

SECTION 10

*STRATEGY: To deliver emergency services in a safe and efficient manner, with a response time (turnout time plus travel time) of 6:00 (360 seconds) or less for emergency medical calls, and 6:20 (380 seconds) or less for fire related calls, 90% of the time.*

Emergency response time is defined as the elapsed time from when a call is received in the fire communication center until the first Tempe Fire Medical Rescue (TFMRD) unit arrives on the scene. Factors affecting emergency response times include, although are not limited to, call processing, turnout time, deployment of resources, location and availability of resources, routing, and travel time to the incident. The response time standard prescribed by the Commission of Fire Accreditation International (CFAI) is the response time standard adopted by the TFMRD.

CFAI Response Time Standards

Components of Response Time	Fire Dispatch Benchmark/Goal	Emergency Medical Benchmark/Goal	Special Operations Benchmark/Goal
Alarm Handling Time	60 seconds (1:00) 90% of the time	60 seconds (1:00) 90% of the time	60 seconds (1:00) 90% of the time
Turnout Time	80 seconds (1:20) 90% of the time	60 seconds (1:00) 90% of the time	80 seconds (1:20) 90% of the time
Travel Time	240 seconds (4:00) 90% of the time	240 seconds (4:00) 90% of the time	240 seconds (4:00) 90% of the time
Total Response Time	380 seconds (6:20) 90% of the time	360 seconds (6:00) 90% of the time	380 seconds (6:20) 90% of the time

A critical component of response time is turnout time, which is the amount of time that passes between firefighters being alerted, and the time that fire apparatus begins to travel to the incident. The TFMRD turnout standard for incidents requiring firefighting gear is 60 seconds or less, and 40 seconds or less for medical incidents.

In 2013, fire departments throughout the Phoenix Automatic Aid Consortium began to utilize count-up clocks in fire stations with the intent to make members aware of their turnout time. While count-up clocks were not installed in Tempe Fire Medical Rescue stations in 2013, The City of Tempe Radio Shop and TFMRD worked together to evaluate other timing instruments to measure and capture turnout times for data collection.

In 2013, the voice synthesized dispatch system update and installation was completed in all Tempe Fire Medical Rescue stations. The update was a requirement as part of the regional Computer Aided Dispatch (CAD) system.

The TFMRD provides annual mandatory drivers training to all members and enforces the Code 3 (emergency lights and siren) driving regulations while responding to emergency incidents. There were no TFMRD emergency vehicle accidents while responding Code 3 in 2013.

**EMERGENCY RESPONSE (continued)**

TFMRD Components of Response Time at  
the CFAI Baseline or Acceptable Range For Tempe Calls

Components of Response Time	Actual 2011	Actual 2012	Actual 2013
Alarm Handling Time	80 seconds (1:20) 69.5% of the time	80 seconds (1:20) 69.5% of the time	80 seconds (1:20) 73.3% of the time
Turnout Time	70 seconds (1:10) 86.2% of the time	70 seconds (1:10) 88.5% of the time	70 seconds (1:10) 88.5% of the time
Travel Time	312 seconds (5:12) 93% of the time	312 seconds (5:12) 93.4% of the time	312 seconds (5:12) 93% of the time
Total Response Time	500 seconds (8:20) 94.8% of the time	500 seconds (8:20) 91.9% of the time	500 seconds (8:20) 92.7% of the time

**2014 - 2015 ACTION PLAN OBJECTIVES**

- Monitor and publish turnout times to all members
- Explore alternative ways to measure turnout and travel times utilizing data and technology to manage resources
- Establish a response time committee to evaluate the turnout and travel components of emergency response
- Study the apparatus on-scene until patient contact is established time for emergency medical incidents
- Evaluate historical response data for CY 2012 and CY 2013
- Evaluate the deployment of resources to emergency and non-emergency medical incidents
- Review and change dispatch protocols

***FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF HANS SILBERSCHLAG***



### MEDICAL SERVICES

### SECTION 11

*STRATEGY: To save lives, reduce suffering and speed recovery from injury and illness by providing medical services that play an integral part in the total healthcare delivery system in Tempe.*

The delivery of medical services plays a major role in the operation of the Tempe Fire Medical Rescue Department. Currently, over 80% of the Department's emergency response activity is medical in nature. The role of Medical Services reaches beyond emergency response to improve the health status of individuals, families and our community.

The primary functions of Medical Services are to:

- Treat the sick and injured with appropriate basic and advanced medical care in the pre-hospital setting
- Connect our patients to the right care at the right time in the right setting
- Make it possible for citizens to participate in decisions affecting their health
- Inform, educate, and empower people about health issues
- Mobilize community partnerships and action to identify and solve health problems
- Provide equitable access to people-centered care
- Ensure our workforce is highly trained and utilizes cutting edge techniques and equipment
- Develop policies and plans that support individual and community health efforts

Existing programs that are provided by the Medical Services Section include:

- Quarterly emergency medical technician and paramedic training for all members
- Paramedic and EMT Certification and Re-certification program
- Medical care documentation training for all EMTs and paramedics
- Research and development of medical equipment
- Provide support of CARE 7 program to enhance citizen services and to allow fire companies and police officers to return to in-service status
- Quality assurance programs for emergency medical technicians and paramedics
- Administrative support of Civilian Ambulance paramedics and ALS transport
- Cardio Pulmonary Resuscitation (CPR), Cardio Cerebral Resuscitation (CCR), Automatic External Defibrillator (AED), Blood Borne Pathogens, influenza preparedness and vaccines, as well as, First Aid training for other City departments and citizens of Tempe
- CPR, First Aid, and AED training available in Spanish
- Interagency EMS greater alarm drills
- Patient Advocate Services (PAC). Provides for patient centered care and care management services to at-risk members of the community
- Flu shots
- TB skin tests
- MSU/Tactical Paramedics

Issues affecting the Medical Services program include:

- Evaluating the impact of the Patient Protection and Affordable Care Act
- Changes in training standards and certification procedures for emergency medical technicians and paramedics



- Improvements and changes in the accepted standard of care
- Federal and State mandates and requirements
- Strive toward a unified regional EMS response through cooperative involvement in the Central Arizona Life Safety Council (CALSC) EMS Sub-committees
- Continually evaluate deployment models, staffing, dispatch, and patient care in pursuit of improving service delivery effectiveness and efficiency
- Examining alternative ways to provide paramedic and emergency medical technician continuing education and certification
- Tracking training programs and measuring service delivery through Firehouse Information Management System and Target Solutions
- Emergency Medical challenges include: changes in the healthcare system; overcrowding of hospitals; uncertainties in medical transportation; and the anticipated increase in emergency and chronic medical needs associated with an aging population
- Striving to meet community needs by expanding Spanish language CPR, CCR, First Aid and AED training capabilities

<b>Acquisition Schedule</b>		<b>Anticipated Costs</b>
2015-16	1 heart monitor	\$33,000
	1 CPAP	1,400
	1 replacement suction unit	1,000
	3 replacement ePCR laptop	13,500
	2 replacement AED's	7,600
	1Nitronox unit	6,000
2016-17	1 heart monitor	33,000
	1 replacement suction unit	1,000
	1 CPAP	1,400
	3 replacement ePCR laptop	13,500
	2 replacement AED's	7,600
	15 replacement AED batteries	7,800

### **2014 - 15 ACTION PLAN OBJECTIVES**

- Succession planning for paramedic vacancies
- Conversion of ladder companies to ALS
- Maintain and/or replace as needed the Electronic Patient Care Reporting (ePCR) system computers which are out of warranty
- Maintain continuing education of civilian paramedic personnel on Tempe operating procedures
- Establish a committee to evaluate the changing EMS treatment and transportation model
- Achieve sustainability of the Patient Advocate Service; publish results from pilot study period

**FOLLOW UP RESPONSIBILITY: DEPUTY CHIEF DARRELL DUTY**



**EMERGENCY MANAGEMENT**

**SECTION 12**

*STRATEGY: To ensure that appropriate steps have been taken to prevent disasters from occurring, minimizing the impact of those that do occur and prepare the City in the management of response and recovery operations for large scale emergencies.*

The primary components of our emergency management efforts are building community partnerships with business, industry and citizens, proactive steps to mitigate emergencies, and planning and preparation for response and recovery operations.

The Tempe Fire Medical Rescue Department is charged with the responsibility of overseeing the City's emergency management effort. In mid-1998, the City of Tempe was chosen by the Federal Emergency Management Agency as a Project Impact community whose goal is to help make communities more disaster resistant. While Project Impact no longer exists at the Federal Level, the intent of the program serves as the basis for the City's ongoing effort to prevent disasters from occurring and minimizing damage from those that do occur. The City of Tempe Emergency Operations Plan will continue to serve as the focal point for emergency response operations and preparedness.

The Department of Homeland Security mandated the adoption and implementation of the National Incident Management System (NIMS) in mid-2005 for local governments. For local governments that choose not to adopt NIMS, federal grant funding is not available. The Department's ongoing objective is to ensure NIMS compliance for the City of Tempe, including the City's Emergency Operations Plan.

Types of situations that may require activation of the Emergency Operations Center (EOC) and implementation of the Emergency Operations Plan include:

- Serious and/or long-term hazardous materials incidents
- Preparation for, or results of, severe storms
- Water release situations, which threaten or have caused serious flooding and/or damage
- Situations that result in mass casualties, significant numbers of homeless citizens, or fires of conflagration proportions
- Plane crash incidents
- Major transportation or industrial incidents
- Major structural collapse situations
- Civil disturbances
- Major public events
- Acts of terrorism
- Any situation requiring significant or extensive warning to the public

The EOC has radio transmission and reception capabilities for other City departments; and an amateur radio system provides for additional/supplemental communication capability. It is expected that communications will be initiated early and will be ongoing from our EOC with both the county and state emergency operations centers and emergency operations centers in other municipal jurisdictions.

**EMERGENCY MANAGEMENT (continued)****All Hazards Incident Management Team (AHIMT)**

Several large scale incidents have occurred throughout the United States since the year 2000, including the terrorist attacks on September 11, 2001, hurricane Sandy in 2012, and the Boston Marathon bombing in 2013. Each of these incidents reinforced the need for Unified Command Systems that operate and utilize the Incident Command System.

The fire and police departments in the metropolitan Phoenix area took a proactive approach in 2007 by taking the initial steps to establish an All Hazards Incident Management Team (AHIMT), which is resource typed as a Type Three Team. A committee was established for the development of the AHIMT for the region under the guidance of a United States Forest Service Type One team. In 2008, the committee identified the need to establish three separate, but equally qualified, AHIMT's in the metropolitan Phoenix area. One of the AHIMT's will consist of members from East Valley fire and police departments.

The AHIMT will be available to provide command, control or support for large scale or long-term emergency incidents, or special events that exceed the capabilities and resources of a local community throughout Arizona, or as needed elsewhere in the United States. Each individual city that participates in this program is eligible for complete recovery of all costs of activation of their employees by signing the Arizona Emergency Mutual Aid Compact (EMAC). As a signatory of the EMAC, the State Forester tracks cost and expenses from the time of contact until return. There is no requirement that a city has to deploy personnel when contacted to participate in an activation and a city can turn down activation due to prior commitments.

Acquisition Schedule		Anticipated Costs
2014-15	Hire part time 19.5 hour week non-benefited position to manage EOC, CERT Program and HAZMAT Meters Hook-Lift truck (Grant Funded)	\$22,000 228,000
2015-16	Update Technological capabilities of EOC with: Digital display Screens Remote camera capability Computer station replacements Conference room technology update Teleconferencing	250,000



**EMERGENCY MANAGEMENT (continued)**

**2014 - 15 ACTION PLAN OBJECTIVES**

- Revise the City's Emergency Operations Plan with Maricopa County Emergency Management
- Conduct a minimum of one emergency management exercise
- Update all Department members with the Emergency Operations Plan
- Continue to provide Emergency Preparedness brochures, information and training for citizens and employees
- Continue to provide Community Emergency Response Team (CERT) training for the citizens of Tempe
- Continue training of all necessary employees and elected officials in the National Incident Management System
- Continue to participate in the valley-wide All Hazards Incident Management Team Committee
- Provide training for six Department members on forklift operations
- Provide training for six Department members on hook-lift truck operations
- Participate in the East Valley All Hazards Incident Management Team (AHIMT) training and deployments when possible
- Purchase and take delivery of additional hook-lift truck

***FOLLOW UP RESPONSIBILITY: DEPUTY CHIEF GARY ELLS***





**SPECIAL OPERATIONS – HAZARDOUS MATERIALS**

**SECTION 13**

*STRATEGY: To prevent hazardous materials releases from occurring and to mitigate releases that do occur in a safe, effective and efficient manner, thereby protecting people, property, and the environment.*

Hazardous materials management is of concern, both locally and nationally. With the ever-increasing number of chemicals, the extensive amount of high-tech research, and the educational and industrial activity in the City of Tempe, the need for a comprehensive effort to both prevent and prepare for hazardous materials emergencies is vital.

Hazardous materials operations are managed within the protocols established by the Department's hazardous materials policies and procedures.

The City's industrial hygienist's position has proved to be very a beneficial resource coordinates with Department, to ensure compliance, with blood born pathogen, respiratory protection, hearing conservation, and indoor air quality monitoring. On an annual basis, the Department relies on this person to assist in the development and management of the respirator program, hazardous materials emergency response, hearing conservation program, blood-borne pathogen program, structural firefighting clothing contamination studies, and indoor air quality monitoring.

The City's Environmental Health and Safety supervisor assists the Department Hazardous Materials Team with identification, stabilization, cleanup and disposal of any Hazardous Materials or unknown materials which are located in any City right-of-way or property.

**Hazardous Materials Response Team**

The National Fire Protection Association Standard 472 lists the training competencies for hazardous materials emergency response. Our Hazardous Materials Response Team meets or exceeds current competencies for a technician level team (most advanced level). The Hazardous Materials Response Team consists of up to 13 members on each of the three shifts, a Special Operations Captain, with oversight from the Deputy Chief of Special Operations.

**Training**

Training requirements for technician level consist of an initial 200-hour Hazardous Materials Technician certification course that is supplemented by 40 hours of continuing education annually, as required to maintain certification. Meeting the requirement for the number of hours presents an ongoing challenge. Continuing education occurs through the East, Central, and West Valley Consortium.

All other Department sworn personnel are trained to the first responder operations level. Ongoing annual training for "first responder" must meet the training skills and competencies that are required by federal regulations.





### SPECIAL OPERATIONS – HAZARDOUS MATERIALS (continued)

#### **Hazardous Materials Information Management**

Environmental Protection Agency reporting requirements, including SARA Title III (Superfund Amendments and Reauthorization Act) guidelines result in extensive information being available to fire departments. Putting this information into a format that will make it accessible, usable and meaningful is an ongoing challenge, which has been met through adoption of an electronic information system. Utilizing a tracking system for hazardous materials occupancies has significantly strengthened the control of hazardous materials and management of hazardous materials information.

Tempe Fire Medical Rescue Department interacts with the following agencies in managing hazardous materials:

- **Local Emergency Planning Committee (LEPC)** – The Local Emergency Planning Committee is a federally mandated committee designed to ensure that planning for and responding to hazardous materials incidents occurs in all geographical areas of the United States. In Arizona, there is one LEPC per county. We work closely with the Maricopa County LEPC through participation on the Committee and in development of risk assessments for local industries.
- **State Department of Environmental Quality** – Involved with regulation and clean-up operations.
- **State Department of Public Safety** – Interacts with our team primarily on freeway incidents or upon request.
- **United States Army National Guard 91<sup>st</sup> Civil Support Team (91<sup>st</sup> CST)** - Interacts with team during special events or when requested for assistance.
- **Tempe Police Department** – The Tempe Fire Medical Rescue Department will assist the Police Department in operations involving clandestine drug labs.
- **Water Utilities and Environmental Services Division** – Has responsibility for the management of the overall City environmental effort and can provide technical and regulatory assistance at incidents.
- **Other Fire Department Hazardous Materials Response Teams**
  - Phoenix
  - Chandler
  - Mesa
  - Glendale
  - Scottsdale
  - Gilbert
  - Goodyear
  - Casa Grande
  - Maricopa
  - Surprise
  - Peoria
  - Buckeye



**SPECIAL OPERATIONS – HAZARDOUS MATERIALS (continued)**

Acquisition Schedule		Anticipated Costs
2014-15	Replace Level-A suit exhaust valves which have reached manufacturers recommended replacement time	\$550

**2014 - 15 ACTION PLAN OBJECTIVES**

- Continue coordination of regional hazardous materials education training
- Maintain hazardous materials “First Responder” training for all Department members per OSHA requirements
- Maintain technician-level certification for all hazardous materials response team members
- Continue to provide initial 200-hour Hazardous Materials Technical training to new HAZMAT team members as needed
- Obtain purchase estimate for natural gas specific gas meters which reads 1:1 ratio
- Purchase and install replacement DuPont Level-A suit exhaust valve diaphragms, pressure test suits, and place back in service
- Obtain budget estimate for replacement of HAZMAT-272
- Continue maintenance and recalibration of HAZMAT meters

***FOLLOW UP RESPONSIBILITY: DEPUTY CHIEF GARY ELLS***



### SPECIAL OPERATIONS – WEAPONS OF MASS DESTRUCTION

### SECTION 14

*STRATEGY: To assess, prepare, and train for effective and safe response to incidents that involve Weapons of Mass Destruction.*

The Tempe Fire Medical Rescue Department initiated Weapons of Mass Destruction (WMD) training for all members following the bombing of the World Trade Center in 1993. Focus on WMD has increased nationally in recent years, most notably since September 11, 2001, and the Boston bombing in 2013. WMD incidents are defined as events caused by an individual or group in an effort to change or intimidate society. The weapons may be chemical, biological, radiological, nuclear, incendiary or explosive in nature. The many high profile public events hosted in Tempe require a complete all hazard risk analysis of potential threats.

The Tempe Fire Medical Rescue and Police Departments have both received grants each year since 2000. In 2004, both Departments agreed to work jointly to develop a Rapid Response Team using a Department of Homeland Security Urban Area Security Initiative grant which is administered through the City of Phoenix. Fire Medical Rescue has purchased apparatus, and staffing was accomplished by placing a new engine company into service in 2009. The Police Department has purchased vehicles to transport members of the SWAT and EOD units. Several exercises are scheduled over the next two years for the Rapid Response Team to participate in.

Over the past several years, the Department purchased two specialty vehicles with State Homeland Security Grant Program funds. One vehicle is equipped with specialized equipment for the detection, identification and response to weapons of mass destruction. The other vehicle has equipment for managing complicated rescue situations, such as structural collapses, confined space emergencies, trench collapses, and water rescues.

The Tempe Fire Medical Rescue Department's Special Operations Captain also serves as the Department's Terrorism Liaison Officer (TLO) through the Arizona Counter Terrorism Information Center (ACTIC). The TLO works closely with the Tempe Police Department's TLO to conduct analysis of threats and vulnerabilities throughout Tempe and the metropolitan area. The Department's TLO serves as a liaison between the Fire and Police Departments during incidents involving hostages, suspicious packages, barricades, HAZMAT incidents, special events, and the serving of search warrants within the City limits by any federal, state or local law enforcement agency.

Tempe Fire Medical Rescue Department interacts with the following agencies in preparation for WMD incidents:

- **Tempe Police Department** – A WMD incident is a criminal act and both departments must work jointly in managing an incident.
- **Arizona National Guard 91st Civil Support Team (91st CST)** – Provides sophisticated identification and response technologies.
- **Maricopa County Department of Emergency Management** – Allocates State resources and administers the State Homeland Security Grant Program and the Urban Area Security Initiative grants.



**SPECIAL OPERATIONS – WEAPONS OF MASS DESTRUCTION (continued)**

- **Arizona Counter Terrorism Information Center (ACTIC)** – Acts as a clearing house for the most up-to-date terrorist activity information and is staffed by numerous state, local, and federal emergency response agencies.
- **City of Phoenix** – Administers the Urban Area Security Initiative and coordinates the Rapid Response Teams for the Phoenix Metropolitan Area.

Acquisition Schedule		Anticipated Costs
2014-15	Research and purchase new detection meters	\$40,000
2015-16	Replace WMD protective clothing on each apparatus WMD Kit	30,000

**2014 - 15 ACTION PLAN OBJECTIVES**

- Research and purchase new detection and identification equipment as technology changes
- Provide assistance to the Arizona Counter Terrorism Information Center through Department Terrorism Liaison Officer (TLO) program
- Continue to administer and coordinate grant funding from Urban Area Security Initiative (UASI) and State Homeland Security Grant Program (SHSGP)
- Participate in State of Arizona local and regional multi-agency exercises
- Coordinate maintenance, rotation and replacement of CDC pharmaceutical cash stored at TFMR warehouse
- Provide Weapons of Mass Destruction Refresher Training

***FOLLOW UP RESPONSIBILITY: DEPUTY CHIEF GARY ELLS***

**SPECIAL OPERATIONS – TECHNICAL RESCUE****SECTION 15**

**STRATEGY:** *To provide technical rescue capability with the necessary equipment and training that is compliant with National Fire Protection Association Standards 1983, 1470, and 1670.*

Technical rescue is used in rescue situations that present more complex and dangerous circumstances than what are commonly encountered. These types of incidents require a higher degree of training and specialized equipment to conduct safe operations. Several types of emergency incidents require this level of response, including confined space rescue, trench and excavation collapse, high and low angle rope rescues from buildings and rough terrain, swift water rescues, boat based rescues, structural collapses, limited water rescue, dive rescue operations, evidence recovery, and other non-typical/unique accidents. Our capabilities have increased substantially in recent years through the addition of Squad 278, equipment purchases and training.

Training requirements for Technical Rescue Technician (TRT) level consist of an initial 200-hour TRT certification course that is supplemented by 40 hours of continuing education annually as required to maintain certification. Meeting the requirement for the number of hours presents an ongoing challenge. Continuing education occurs through the East, Central and West Valley Consortium.

Developmental and ongoing Issues:

- Continue to research and identify all legal requirements regarding special operations

<b>Acquisition Schedule</b>		<b>Anticipated Costs</b>
2014-15	Expand small tools equipment inventory and develop cache of spare blades and bits for Support 276 and Squad 278 through grant acquisition or other funding sources	\$12,000
2014-15	Two Russ Anderson Universal Litter Wheels (Big Wheel) for TRT. The big wheel is utilized during mountain rescues	1,800
	Two PARATECH Hydrofusion Strut Systems for Light Rail rescues	8,000

**2014 - 15 ACTION PLAN OBJECTIVES**

- Provide confined space rescue training for all members as required by OSHA
- Continue coordination of regional technical rescue continuing education
- Continue to provide initial 200 hour technical rescue training to members as needed
- Research available training and certification through Arizona Game and Fish Department and Tempe Police Department for operating power boats
- Conduct TRT exercises with construction companies for rescue of victims at construction sites along Rio Salado development district
- Conduct review of new technology for Light Rail rescue
- Train additional dive team members as needed

**FOLLOW UP RESPONSIBILITY:** DEPUTY CHIEF GARY ELLS

**SPECIAL EVENTS****SECTION 16**

*STRATEGY: To deliver emergency services in a safe, effective and efficient manner to participants and customers of community/special events with minimal impact on normal emergency services delivery capability to the citizens of Tempe.*

With Downtown Mill Avenue, Tempe Town Lake, ASU, and numerous parks and recreation facilities, the City of Tempe hosts a large number of community events. As the area around the Tempe Town Lake continues to develop, more events will be planned and hosted in the coming years.

In the years from 2001 to 2009, the number of community events the Tempe Fire Medical Rescue Department provided emergency services for increased from 82 to 160 annually. The number of community events had ebbed in 2010 to less than 140, but 2012-13 demonstrated a return to previous year's numbers. Due to high attendance and/or the nature of events, it is often necessary to require or recommend that the Tempe Fire Medical Rescue Department include additional staffing to insure delivery of the necessary emergency services for the event.

Through staffing special events, the Tempe Fire Medical Rescue Department is meeting the needs of the City, its promoters or sponsors, and customers thereby minimizing the adverse impact to normal emergency services delivery on the Tempe community. The Department is committed to protecting the health and welfare of those in attendance, along with the well-earned reputation of the City of Tempe venues as enjoyable, safe and protected sites to host any event. Staffing is accomplished by placing different types and numbers of teams into service at events. Using the most effective means, TFMRD provides the services, through medical tents, paramedics and EMTs on bikes, medic carts, walking teams, special event truck, the fire boat, and/or fire Apparatus.

An hourly rate per person staffed is normally charged to the sponsor/promoter of a special event. All funds received are reimbursed directly to the Tempe Fire Medical Rescue Department general fund.

Ongoing events staffed by the Department include:

- Spring and Fall Festival of the Arts
  - \*Rock and Roll Marathon
  - Ironman Triathlon
  - \*New Year's Eve Block Party
  - \*College Football Party
  - MLK Celebration
  - USA Collegiate Triathlon
  - American Cancer Society Heart Walk and Breast Cancer Walk
  - Anaheim Angels Spring Training Games
  - \*Fourth of July City Celebration
  - Tempe Tardeada
  - Oktoberfest
  - Tempe Triathlon
  - Arizona State University Commencement
  - Pat's Run
  - Soma Triathlon
- (\*non-reimbursable events)

**SPECIAL EVENTS (continued)**

The Deputy Chief of Special Operations manages special event operations with logistical assistance provided by two firefighters from Emergency Services. Operations are conducted out of Fire Station 6.

Agencies/organizations the Tempe Fire Medical Rescue Department interacts with in managing Special Events include:

- City of Tempe Community Services Department
- City of Tempe Special Events Task Force
- Tempe Police Department
- Arizona State University
- Tempe Sister Cities
- Downtown Tempe Community
- Buffalo Wild Wings Bowl
- Members of the Phoenix Fire Automatic Aid Consortium
- City of Phoenix Fire Department
- State Police
- FBI
- Rural Metro Ambulance

Acquisition Schedule		Anticipated Costs
2014-15	2 Pulse Ox. Units* Purchase 6 Medical Backpacks	\$900
2015-16	2 Pulse Ox. Units* 2 LifePac 1000 AEDs*	0 0
2016-17	2 LifePac 1000 AEDs*	0
2017-18	2 Pulse Ox. Units Purchase Medic Cart	0 10,000
(*Units to be transferred to Special Events from Medical Services Section)		

**2014 - 15 ACTION PLAN OBJECTIVES**

- Continue to evaluate service delivery options which maximize service in the most cost efficient manner
- Provide opportunities for All Hazard Incident Management Team development
- Incorporate use of resource command pods

***FOLLOW UP RESPONSIBILITY: DEPUTY CHIEF GARY ELLS***



**FIRE MEDICAL RESCUE MAINTENANCE**

**SECTION 17**

*STRATEGY: To provide safe and effective fire medical rescue apparatus and equipment through a comprehensive preventive maintenance, repair, and replacement program.*

The Department's maintenance effort, as an integral part of the Support Services Section, is responsible for the preventative maintenance, repair, rehabilitation, and timely replacement of the fire medical rescue apparatus fleet.

We are very proud of the responsive nature and flexibility of the Department's maintenance operation. It is clearly an effective and efficient operation that many fire departments strive to attain.

Preventive maintenance (identifying potential problems, preventing breakdowns from occurring, along with providing education and instruction to members) will continue to be the focus for maintenance.

The fire medical rescue apparatus inspection and maintenance program is carried out by the respective crews in conjunction with an EVT mechanic, and is very successful. It allows us to evaluate the vehicle's overall condition, identify potential problems, and make corrections in an effort to prevent breakdowns during emergency operations. Additionally, the apparatus maintenance program has a training benefit with crews participating in the care of their vehicles.

Fire Medical Rescue Maintenance may, when necessary, contract with an outside vendor for certain types of work including major engine overhaul, automatic transmission overhaul, and major spring work.

**2014 - 15 ACTION PLAN OBJECTIVES**

- Conduct NFPA annual and five year safety tests on aerial ladder trucks and ground ladders
- Conduct annual pump test on all apparatus as needed and per NFPA guidelines
- Maintain the quality of preventive maintenance on all response vehicles while evaluating the scheduling of maintenance visits
- Maintain fire medical rescue mechanics' EVT, ASE, and Arizona Fire Mechanics certifications and training; this includes EVT and ASE400, Arizona Fire Mechanic 250
- Continue evaluation and improvement process through the WIG

***FOLLOW UP RESPONSIBILITY: DEPUTY CHIEF DARRELL DUTY***





*STRATEGY: To purchase Department fleet vehicles that provide reliable, efficient, and effective service delivery with high regard for employee safety and comfort and represent the Department in a manner that supports a positive public image.*

A modern and reliable emergency response apparatus fleet is crucial to the effective delivery of emergency services when responding to fire, medical, hazardous materials, and all other types of emergencies.

Frontline apparatus will be evaluated for replacement after ten years of service or when the mileage exceeds 120,000. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement. Once those parameters are met, the following will be taken into consideration when determining apparatus replacement priority.

#### Maintenance

- Engine hours
- Cost to maintain
- Down time
- Major component reliability
- Availability of replacement parts

#### Demands

- External
  - Customer service demands
  - Federal/State mandates
  - Technological advances
- Internal
  - Tactical needs
  - Safety
  - Reserve apparatus requirements

Light duty vehicles will be purchased in accordance with City fleet guidelines and will be in service as long as deemed necessary in collaboration with City Fleet Services. Employee safety, operating, maintenance and repair costs, and public image concerns will be considered in determining the replacement schedule.



**FIRE MEDICAL RESCUE FLEET (continued)**

<b>Emergency Response Apparatus Inventory</b>		
<b>Apparatus #</b>	<b>City Equipment #</b>	<b>Type of Apparatus</b>
E271	019	2000 Saulsbury 1250 GPM Pumper
E272	025	99 Saulsbury 1250 GMP Pumper
E273	005	05 American LaFrance 1250 GPM Pumper
E274	018	2000 Saulsbury 1250 GPM Pumper
E275	023	2010 Rosenbauer 1500 GPM Pumper
E276	003	08 Rosenbauer 1500 GPM Pumper
E277	037	08 Rosenbauer 1500 GPM Pumper
E278	024	08 Rosenbauer 1500 GPM Pumper
L276	049	04 Emergency One Bronto Sky F114 Ladder
LT276	050	98 Freightliner/FL70 Ladder Tender
L273	011	07 American LaFrance Eagle 100' Platform Aerial
LT273	027	08 Ford F550 Extended Cab
SS274	044	96 Freightliner/SVI Scene Support Vehicle
HM272	007	91 Utilimaster Hazardous Materials Vehicle
BC271	048	09 Chevrolet 2500 HD
Reserve Battalion	041	08 Chevrolet 2500 HD
Reserve	026	99 Saulsbury 1250 GPM Pumper
Reserve	028	97 Saulsbury 1250 GPM Pumper
Reserve	029	97 Saulsbury 1250 GPM Pumper
Reserve Ladder	012	93 Emergency One Quint 75' 1500 GPM
SI272	009	04 Hackney M-II
S276	010	04 Hackney M-II
SQ278	021	05 American La France Heavy Rescue
PAS Truck	020	06 Chevrolet 2500

Funding for apparatus is incorporated into the Fire Medical Rescue Department CIP budget in appropriate years.

**2014 - 15 ACTION PLAN OBJECTIVES**

- Continue to research and develop innovative alternatives to apparatus design with emphasis on reducing initial purchase price, operating and maintenance costs, fuel consumption, and environmental impact
- Purchase and take possession of new LT276, E271, E274, E272, E273
- Continue evaluation of fleet for forecasting replacement needs

***FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF CRAIG FREDRICKS***

**COMPUTER EQUIPMENT AND INFORMATION SYSTEMS****SECTION 19**

*STRATEGY: To enhance the ability to manage and evaluate our Department's services, needs, and accomplishments, and accordingly, determine future goals through effective information and data management.*

Oversight and management for all computer hardware, software/systems, and network for the City are the responsibility of the City Information Technology Department (ITD). ITD and the Fire Medical Rescue Department work closely toward achieving our stated goal. Their expertise is invaluable in helping acquire and implement new systems, as well as maintaining existing ones. The Department has a liaison who works with the ITD Business Analyst and Programmer assigned to our Department. Once any initial software purchase has been made, ITD assumes the ongoing associated annual support costs.

The Department's internal website includes various information for City and Department staff such as: general information; online policies and procedures; online forms; fire prevention and public education information; information on CPR; employment/recruiting/testing information; and links to associated sites. The Department also has an external website under the umbrella of the City of Tempe, which provides information to Tempe citizens and other interested external groups. Both websites are updated routinely; in 2010-11 they were revitalized/modernized.

Programs used by Fire Medical Rescue Department:

Program Name	Program Purpose
Firehouse	Internet based (2007) fire management system/primary record management; generating daily automated reports for all Chief Officers, of the previous shift's activities grouped by Fire, ALS, BLS, etc. (beginning 2013); management of training records for staff; storing digital photos to attach to incident records (beginning 2005)
ESRI ArcMap 10	Production of maps in a half-mile section format
Auto CAD Lite 2002	Generation of pre-plans for uploading into Phoenix Fire's CAD system
Phoenix Fire CAD	Uploading pre-plans (beginning 2013)
M4 System-MCI	Recordkeeping of vehicle maintenance, and tracking of Department vehicles cost-per-mile operation
NFPA Codes(online)	Access to current fire code information for Department staff
AIMS	Tracking of inventory supplies and costs
Smart Phones	Synchronizing data from MS Outlook and other applications
MS Outlook	Company Planning and Training Calendars
Phoenix Firewire	Researching incident history, unit location and messaging, available to all Department staff
TeleStaff	Staffing and workforce data based program
Simulation Lab	Training of Department staff
WebEOC	Emergency operations center software
Target Solutions	Internet based training for staff



**COMPUTER EQUIPMENT AND INFORMATION SYSTEMS (continued)**

**2014 - 15 ACTION PLAN OBJECTIVES**

- Purchase of Firehouse Analytics to be added to existing Firehouse software to allow real-time data analysis of Department activity
- Purchase the new Firehouse cloud server now offered by Firehouse. This would eliminate the need for continually upgrading the current server. Future upgrades would be the responsibility of Firehouse, for customers using the new cloud server
- Upgrading Firehouse to FHNet platform (version 7.16.07). This upgrade is free to the Department since it has an annual support agreement with Firehouse
- Evaluate and purchase new software to replace the AIMS program to be used by Support Services and the Warehouse
- Research the possibility of using Firehouse's Scheduling/Staffing Module to replace TeleStaff. This would eliminate the need for the purchase and maintenance of dedicated servers to operate TeleStaff. By incorporating scheduling and staffing of Department staff into Firehouse, future upgrading and maintenance would be handled by Firehouse and be part of the annual support paid for by the Department
- Purchase of CAD Monitor to import field information. This would replace the current older method of rules writing for each field and is necessary as Firehouse will not be supporting this older method in the near future. Phoenix Fire and area west valley fire departments are significantly ahead of Tempe Fire Medical Rescue Department in working with CAD Monitor
- Attendance at the next Firehouse Software Education & Training Seminar by a Senior Fire Inspector, the Department's Training Captain, and a Deputy Chief to learn about the new Firehouse capabilities, as well as assess possible replacement of TeleStaff by use of Firehouse's Scheduling/Staffing Module
- Continued use of the ESRI ArcMap system as a means of analyzing our emergency activity. This is a very useful tool in detecting trends in both fire and emergency medical service activity
- Continue to evaluate computers, printers, monitors, and support throughout the Department
- Develop a replacement schedule for the 128 Department desktop computers and laptops

***FOLLOW UP RESPONSIBILITY: SENIOR FIRE INSPECTOR, JIM SCHMIT***

**EQUIPMENT****SECTION 20**

*STRATEGY: To provide a well-maintained inventory of major equipment, which is critical to the safe delivery of effective and efficient emergency services.*

Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases.

The Department strives to provide the very best in fire hose and nozzles as they play a key role in firefighter effectiveness and safety. This equipment is purchased on an ongoing basis through the Department's fire hose and nozzles account.

With six fire medical rescue stations and accompanying support facilities, appliances such as dishwashers, clothes washers and dryers and refrigerators can break down with no warning. If it is cost effective to do so they are repaired, if not they are replaced on an as needed basis.

Acquisition Schedule		Anticipated Costs
2014-15	Replace one Thermal Imaging Camera	\$12,000
2014-15	Evaluate and update extrication equipment	20,000

**FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF CRAIG FREDRICKS**

**FACILITIES****SECTION 21**

*STRATEGY: To construct and maintain fire medical rescue facilities in a cost-effective manner with maximum consideration for service delivery, energy conservation, and the health, safety and comfort of our members.*

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the Tempe Fire Medical Rescue Department. The number and location of fire medical rescue stations plays a significant role in determining emergency response time and directly impacts the quality of our City's fire and emergency medical services.

Support facilities include administration, training, maintenance, warehouse, and self-contained breathing apparatus repair. Operation of these facilities supports the department goal of delivering high quality services.

**Facilities Status****Tempe Fire Medical Rescue Stations**

- The Department's Station #1 was built in 1998. It is in an excellent strategic location. It is a four bay station and houses two engine companies, one heavy rescue, one ambulance, and the responding Deputy Chief. Future improvements include resurfacing the epoxy floor in the apparatus bay and replacing existing asphalt with concrete at the rear apron to accommodate the weight of fire apparatus. Apparatus bays are overcrowded as there are more vehicles running out of the station than the original design intended. The responding Deputy Chief vehicle and the ambulance park side by side in one bay that was intended for only one vehicle. Overall condition is excellent.
- Station #2 has received two significant remodeling/expansions since its original construction in 1971. It is a two bay station and houses two engine companies, a hazardous materials van, and a special incident vehicle. Flooring was replaced with exposed concrete and kitchen repair work was completed in 2013. PMT is currently leasing the former Fire Maintenance space for an ambulance and the Special Operations Section is utilizing the former Fire Warehouse for office and storage space. Apparatus bays are overcrowded. Haz Mat 272 and Special Incident 272 park at the former maintenance facility. However, the two vehicles share one bay that is not designed for the space required by both trucks. This arrangement allows for the engines to use the drive through bays at the fire station to prevent the less safe alternative of backing apparatus into the bay. Overall condition is fair.
- Station #3 was built in 1975 and remodeled in 1989. In 2011, the kitchen was remodeled and the first floor flooring was replaced with exposed concrete. The day room was updated with the addition of theater type seating. The upstairs flooring was replaced with exposed concrete in 2013. It is a three bay station and houses one engine company and one ladder company with a ladder tender. Overall condition is very good and appropriate in size and accommodations.
- Station #4 was built in 1981, and was remodeled in 2008, which included an exercise room, woman's restroom/shower, new kitchen, day room, computer/report room, laundry area, and storage area. It is a two bay station and houses one engine company and the scene support truck. Overall condition is very good.



### FACILITIES (continued)

- Station #5 opened in 1994. It is a two bay station and houses one engine company. Some minor concrete and gas line modifications are needed at the back patio. The flooring was replaced with exposed concrete in 2013. Overall condition is very good.
- Station #6, was built in 2004, and is a four bay, two-story station built on a small parcel. As a result, it has a unique aspect of no on-site parking for Department personnel. Parking is granted through an agreement with the Chase Bank Operations Center, which allows use of their nearby parking structure. In addition, Station #6 houses the City's CARE 7 program, provides space for the Department's special events program, dive team storage, and has a police beat office. It houses one engine company, one ladder company, one ladder tender, one TRT support truck, one ambulance and the CARE 7 van. Apparatus bays are overcrowded. Two vehicles cannot use the drive through design and therefore must back into the bays. Two vehicles must respond through the back driveway and thus are unable to use the light pre-emption safety feature. Care 7 parks outside and therefore must leave the vehicle in an open parking lot during late night rather than in the security of the bay. Overall condition is excellent.

#### Department Administration and Support Facilities

- Administration and Community Risk Building – This facility was built in 1998 and serves the Department well. Grant funding allowed enhancement of the security for the building, as the City Emergency Operations Center (EOC) is operated from this facility. Enhancements included exterior barrier walls, security cameras, ballistic glass in the EOC, and a front entry door with ADA compliant closures. Overall condition is excellent.
- Support Services Facility – The Support Services facility is a 30,000 sq. ft. state of the art facility which was completed in 2011. It is a multi-purpose site which incorporates Maintenance, Support Services and Medical Services. The new facility is dramatically larger than the vacated site which the Department had outgrown many years earlier and provides the Department with appropriate maintenance, storage, classroom, and office space. The facility consists of the most modern fire apparatus maintenance equipment and parts storage area. The contemporary SCBA maintenance and parts storage area is incorporated into the facility, which allows the Department to maintain the critical emergency safety equipment. A large storage area permits stocking of all of the necessary non-emergency and emergency supplies, and is consistent with the Department's mission of firefighter health and safety. The facility has space incorporated into it to house the department's primary reserve apparatus (three pumper trucks and a ladder truck). These vehicles are to be kept in a fully ready state, including all equipment, which requires providing a secure location. The Medical Services Section moved its operations to the facility in 2013 and now occupies three offices, a classroom, and storage space. Overall condition is excellent.





**FACILITIES (continued)**

- Training Facility – This facility was completed in April 1993, and has been well received by both Department personnel and those visiting from other agencies. The extensive use of this facility and the significant benefits derived for our members have exceeded expectations. An apparatus/storage building was built in 2007 to store reserve and support vehicles and equipment. The burn building was retrofitted in 2003 with fire resistant tiles to reduce building deterioration caused by repeated fire exposure. With increased use and subsequent damage, the skills building and the burn room need to be replaced and modernized. The skills building is currently undergoing renovation work to render it safe for use. The burn room replacement is in the CIP for 2015-16. In 2008, an EMS classroom was constructed in what was the west patio. This classroom serves as both a classroom and a simulation lab for fire personnel to train on high-tech simulation mannequins, enhancing emergency medical services care and delivery. In 2010 the Department received grant funding to build a tactical simulation lab. The tactical simulation lab replaced the library and is incorporated into all of the classrooms. Overall condition is good.

**2014 - 2015 ACTION PLAN OBJECTIVES**

- Work in partnership with Public Works to complete repair and upgrades for items identified through station inspections. This includes replacement of perishable flooring surfaces such as carpet and linoleum products with exposed concrete flooring, to take advantage of the latter's sustainability and easy decontamination qualities
- Participate in the General Plan 2040 Committee process to determine and evaluate the impacts on the Department from the projected growth of the City
- Conduct station and resource allocation study in conjunction with General Plan 2040 to recommend most appropriate locations for fire stations

***FOLLOW UP RESPONSIBILITY: ASSISTANT CHIEF CRAIG FREDRICKS***





*STRATEGY: To operate from an established philosophy and framework that allows for and encourages continuous improvement of our Department's management of goals and objectives and evaluation of services, and provides a mechanism for moving the Department forward with a common understanding.*

### Continuous Improvement

Continuous improvement/quality management and assurance begins with training. The quality of services delivered by our Fire Medical Rescue Department is determined largely by the quality of our members, their training, and our programs. The culture of continuous improvement of our Department and its services requires support in the form of "continuous learning" by all members.

Quality will give any individual or organization a long-term competitive advantage. Quality, woven in the character of the individual and in the culture of the Department, can't be duplicated. These attributes are embodied in both the City and the Department Mission and Values Statements, which serve as a foundation for our approach to quality management.

The goal is our continuing ability to provide quality to our customers in both emergency and non-emergency encounters. It requires relentless commitment to community-wide and organization-wide learning and experimentation. This is a never-ending endeavor.

Quality management means that the Fire Medical Rescue Department's culture is defined by and supports the constant attainment of customer satisfaction both internally and externally. This involves the continuous improvement of Departmental processes, resulting in high quality services to the public.

The Department's commitment to quality management is based on:

- Internal and external customer focus
- Total involvement and commitment of all members
- Performance measures
- Commitment to continuous improvement

Quality management is an expression of the need for continuous improvement in:

- Personal and professional development
- Positive interpersonal relations
- Managerial effectiveness
- Organizational productivity
- Personal Leadership

The primary values identified in the City Mission and Values Statement provides an additional opportunity to reinforce the Department Mission and Values Statement and explore new opportunities to support other City departments and to effectively serve our community at large.



**CONTINUOUS IMPROVEMENT and QUALITY MANAGEMENT (continued)**

**Quarterly Goals**

This program allows us to establish objectives and goals that measure the degree of accomplishment during a given time period.

Our approach is to look at the year in advance in conjunction with the Strategic Plan and Operational Guide as well as the yearly-planning calendar. This is to incorporate quarterly goals from ongoing and identified strategies and objectives.

Quarterly goals are identified by coordinating required activities at the administrative, management, and supervisory levels of the Department.

Overall, Departmental goals are established at the beginning of each quarter, and reviewed at the end of the quarter in an effort to measure the degree of accomplishment. The goals are established and maintained in ePerformance.

Quality assurance will be managed in the following primary ways:

- EMS Quality Assurance – Continual monitoring of the quality of EMS delivery and reporting through adherence to standards of care established by the Tempe Fire Medical Rescue Department, Tempe St. Luke's Hospital, Arizona Emergency Medical Systems, Inc., and the Arizona Department of Health Services, through incident evaluation and records review.
- Incident Analysis – Conducted, as defined in Policy and Procedures 411.00, at the company, shift, or Departmental level to reinforce positive aspects of operations at significant incidents, ensure that problem areas are identified and addressed, and that lessons learned are made known Department-wide.
- Feedback from Customers – Solicited from target groups, which include citizens from an emergency incident or fire prevention/public safety education program, via customer service response cards. Responses will be analyzed and along with data from citywide satisfaction surveys and fire service surveys, and letters of commendation or complaints will be utilized in overall assessment of Department performance.
- Multi-Company Training– This program follows the format of learning through performance and review. Department training staff creates challenging scenarios for fire company members to resolve. A post performance review is conducted to support lessons learned.
- Minimum Company Standards – This process allows members assigned to fire companies to demonstrate their skills as evaluated against established standards, and at the same time allows the Department to evaluate training needs at the company, shift, and Departmental level.
- ePerformance online performance planning system intended to provide a proactive option for supervisors/employees.



**CONTINUOUS IMPROVEMENT and QUALITY MANAGEMENT (continued)**

**2014 – 2015 ACTION PLAN OBJECTIVES**

- Look for opportunities to support and reinforce both the City and Department's Mission and Values Statements
- Solicit citizen feedback on perception of the quality and level of service provided through a Customer Service Survey program, which will be conducted quarterly through targeted mailings of response surveys
- Continue Fire Company Planning and Training Program
- Utilize ePerformance to conduct quarterly meetings to identify goals and follow up on accomplishments
- Continue the constant pursuit of updating and adopting response policies to reflect the desire to always align our response with the best practices possible
- Continue to participate in Department Forums on a monthly basis to ensure open lines of communication exist
- Develop a comprehensive tool to evaluate organizational changes and employee satisfaction

***FOLLOW UP RESPONSIBILITY: FIRE CHIEF GREG RUIZ***